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1986 Early Career Satisfaction Survey: Analytic Report

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Manpower and Personnel Policy Research Group
Manpower and Personnel Research Laboratory



U. S. Army

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➤ The 1986 Early Career Satisfaction Survey (ECSS) was designed to deter- mine the effectiveness of the Joint Optical Information Network (JOIN). The survey collected data on soldiers' attitudes and job satisfaction as part of a longitudinal analysis of first-term soldiers. Among other findings, the results indicate that the use of JOIN increases soldiers' perceptions of the completeness of information given to them by recruiters. ←		

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FOREWORD

The Army Research Institute (ARI) is currently conducting research designed to enhance the recruitment and retention of Army personnel. One vehicle for recruiting and retaining a satisfied, highly productive force is to provide applicants with Realistic Job Previews (RJPs) before they enlist. The Joint Optical Information Network (JOIN) was fielded in 1984 by the U.S. Army Recruiting Command in part to provide high-fidelity RJPs to prospects and applicants through computer-controlled videodisc presentations. ARI has been providing research support for JOIN implementation since 1982.

This work is an essential part of the mission of the Manpower and Personnel Policy Research Group, Manpower and Personnel Research Laboratory, to conduct research to improve the Army's capability to effectively and efficiently recruit its personnel. This work was requested by the Vice Chief of Staff of the Army on 16 August 1984. Results of this effort were briefed to Chief of the Accessions Division, Directorate of Military Personnel Management, Office of the Deputy Chief of Staff for Personnel on 16 April 1987.

This report summarizes research on the effects of JOIN presentations on soldiers up to 2 years after they contracted to enlist in the U.S. Army. Analyses presented in this report indicate areas where soldier satisfaction can be improved and suggest how such improvements can be made. Soldier satisfaction is linked in this report to reenlistment intent and positive influence on the enlistment of others. Soldier satisfaction has also been shown in other research (reviewed in this report) to be related to military efficiency.



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1986 EARLY CAREER SATISFACTION SURVEY: ANALYTIC REPORT

EXECUTIVE SUMMARY

Requirement:

To measure the effectiveness of the Joint Optical Information Network (JOIN) in providing realistic job previews to Army recruits and to determine whether individual soldiers were satisfied with MOS duties compared to what JOIN caused them to expect.

Procedure:

The ARI Enlistment Decision Survey project began with a survey of 1,356 Army enlistees at Military Entrance Processing Stations in September 1984. After contracting for active duty, these recruits were surveyed concerning (a) expectations about the Army; (b) expected satisfaction with training MOS; (c) satisfaction with job information from the guidance counselor; (d) satisfaction with information from the recruiters; (e) self-report of what information was received from JOIN; and (f) importance to the recruit that training was guaranteed in a particular MOS.

The 1986 Early Career Satisfaction Survey (ECSS) is a resurvey of those earlier respondents who were still on active duty as of 16 July 1986. The resurvey focused on satisfaction with (a) the Army; (b) Advanced Individual Training; and (c) current duty assignment. Responses to the mail survey were obtained from 556 of the 993 soldiers in the sample.

Results and Findings:

While JOIN exposure was not found to be related to attrition during the Delayed Entry Program (DEP) or after accession, JOIN exposure was found to have positive effects on soldiers even after 2 years.

1. Soldiers who were exposed to more features of the JOIN system had higher satisfaction with four aspects of military life (i.e., pay, security, supervision, and growth) than soldiers who were exposed to fewer features of JOIN.
2. Soldiers who saw JOIN videos believed that they received more complete information from their recruiters than soldiers who were not exposed to JOIN.

Preliminary analyses of these data also revealed the following:

1. The soldiers sampled are less satisfied with their supervisors and opportunities for career growth than workers in civilian jobs.
2. Over 80% of the soldiers sampled believe it is impossible to understand Army life before experiencing it.
3. Soldiers with higher job satisfaction were more likely to intend to reenlist.
4. Soldiers with higher job satisfaction were more likely to provide leads to recruiters.

Utilization of Findings:

Soldiers' satisfaction is closely related to many other measures of military efficiency and retention. Improving satisfaction should have a corresponding impact on soldiers' morale, performance, and retention. The analyses presented in this report indicate two areas where soldier satisfaction can be improved and two variables (i.e., JOIN and the 2-year enlistment option) that have an effect on these areas. While there are probably many improvements that could increase soldiers' satisfaction, two improvements that this study highlights are improved leadership training and a greater emphasis on growth opportunities for first-term soldiers.

Providing new recruits with an accurate picture of the Army appears to be an effective means of improving job satisfaction. The current data provide the Army with information about these soldiers' perceptions of an accurate picture. This information can now be employed to make JOIN more effective for future recruits. The result will be soldiers who have a better understanding of their role and who perform their jobs more effectively.

1986 EARLY CAREER SATISFACTION SURVEY: ANALYTIC REPORT

CONTENTS

	Page
INTRODUCTION	1
Report Organization	2
Background	2
Job Satisfaction	3
The Development of JOIN	7
Planned Hypothesis Tests	8
METHOD	10
Subjects	10
Materials	12
Procedures	12
Measurements	12
RESULTS	15
Descriptive Statistics	15
Hypothesis Tests	17
Post/Hoc Analyses	21
DISCUSSION	24
The Effects of JOIN	24
Why Would JOIN Have an Impact	26
What Do the Soldiers Think	26
Conclusions	27
Recommendations	28
REFERENCES	31
APPENDIX A. THE EARLY CAREER SATISFACTION SURVEY BOOKLET .	A-1
B. LETTERS SENT IN MAILINGS	B-1
C. CODING USED FOR MEASUREMENTS	C-1

LIST OF TABLES

Table 1. Statement of hypotheses	9
2. Schedule of ECSS mailings	10
3. Overview of ECSS overall return rate	13

CONTENTS (Continued)

	Page
Table 4. Comparison of means for job satisfaction factors .	16
5. Correlation of exposure to JOIN with job satisfaction for individuals who had JOIN exposure	17
6. First-term attrition as a function of exposure to JOIN	18
7. Correlation of horizontal bonding with job satisfaction	19
8. Correlation of intentions to reenlist with job satisfaction	20
9. Summary of hypothesis tests	21
10. Correlation of willingness to provide a lead to a recruiter with job satisfaction	22
11. T-test of difference between soldiers stationed in Europe and soldiers stationed in the U.S. on job satisfaction	22
12. Content of soldiers' contract	23

LIST OF FIGURES

Figure 1. Model of sense making in Army socialization . . .	6
2. Overview of Enlistment Decision Survey (EDS) data sources and sample sizes	11

1986 EARLY CAREER SATISFACTION SURVEY: ANALYTIC REPORT

INTRODUCTION

This report describes the results of analyses of data collected in the 1986 Early Career Satisfaction Survey (ECSS). The ECSS was designed to assess the effects of the use of the Joint Optical Information Network (JOIN) by recruiters to provide a Realistic Job Preview (RJP) to new Army recruits.

The current report describes a longitudinal survey effort that tracked changes in enlistees' expectations about the Army and satisfaction with the Army. The survey focused on the enlistees' reactions to the Army in general and to their MOS (Military Occupational Specialty) in particular. One important aspect of this effort is a comparison of MOS satisfaction of soldiers interviewed with JOIN and soldiers who have not been exposed to JOIN. This comparison is part of an effort to develop an information base on enlistment and reenlistment decisions of U.S. Army service members. The current effort involves resurveying enlistees who responded to the previous (Military Enlistment Processing Station) survey conducted in September 1984.

For this initial survey ARI surveyed 1356 enlistees using the Enlistment Decision Survey Form E. These recruits were surveyed after contracting for the Active Army. The 1984 survey contained questions on expectation about the Army, expected satisfaction with the training MOS, satisfaction with job information from the guidance counselor, satisfaction with information from the recruiter, self-report of what information was received from JOIN, and importance to the recruit that training was guaranteed in a particular MOS. These questions were re-asked of 341 of these recruits when they accessed (Survey Form H). The current survey is another resurvey of soldiers who completed Form E and were still in the Active Army files as of 16 July 1986.

This report documents the effects of exposure to JOIN on early Army and MOS satisfaction. The information contained in this report is relevant to such issues as recruiting incentives, trade-offs of incentives and MOS training guarantees, and the effects of the recruiting program on early attrition. The 1986 Early Career Satisfaction Survey (ECSS) was mailed to 987 soldiers on 20 August 1986.

Report Organization

This report has four major sections: introduction, method, results, and discussion. The introduction presents a review of literature evaluating the expected effects of JOIN. The method section describes the procedures used in collecting data regarding JOIN. The results section describes the data and statistical analyses performed to determine the effects of JOIN. The discussion section evaluates and interprets the results.

The introduction includes background information on JOIN and Army recruiting; a brief presentation of related literature on job satisfaction and organizational socialization; a presentation of evaluative research on the use of Realistic Job Previews (RJPs) to improve the job satisfaction and socialization of new recruits; a short history on the development of JOIN and a description of the current JOIN system; and hypotheses regarding the effects of JOIN.

The method section describes the procedures used in collecting the statistical data, the subjects used in the study, questionnaires used for collecting data, and the measurements.

The results section presents descriptive statistics comparing the current sample to normative data on job satisfaction, statistical tests for each of the hypotheses outlined in the introduction, and post-hoc analyses that begin to answer questions relevant to military concerns.

The discussion section presents further detail of the hypotheses that did and did not receive support, a discussion of why JOIN may have had the observed effects, the comments of a few soldiers, and some conclusions. The report ends with recommendations regarding further research and the utilization of this research.

A companion document, the 1986 Early Career Satisfaction Survey: Technical Manual, provides additional information on the data collected and compiled in this effort. This Technical Manual includes the layouts for the data files.

Background

To field an Army that can operate on the modern battlefield, the Army must recruit large numbers of soldiers who have a specific level of motivation and intelligence. The U.S. Army Recruiting Command (USAREC) is tasked with finding sufficient numbers of appropriate individuals and attracting them into the Army.

The success of the recruitment process is measured by the proportion of recruits who complete their term of enlistment and perform their jobs to an acceptable level. In addition the Army

must have a sufficient number of qualified soldiers who remain in the service to qualify as future Non-Commissioned Officers (NCO). Therefore, USAREC must attract a sufficient number of soldiers both to meet today's requirements for the entry level enlisted ranks and to remain in the service to become tomorrow's NCOs. By accomplishing these tasks USAREC is helping to meet both the current and future needs of the Army.

JOIN is one of the many tools that are available to USAREC recruiters. Sands, Gade, and Bryan (1983) report that JOIN combines state-of-the-art technology in several fields into a unique, powerful, computer-based system that combines audiovisual, communications, and data management components.

As stated above, merely enlisting a large number of soldiers does not necessarily produce the required results. Some of the problems that recur are that:

- o Some soldiers do not complete their initial enlistment.
- o Some soldiers do not perform adequately after enlisting.
- o Some soldiers do not meet the Army's standards.
- o Some soldiers have difficulty adjusting to Army life.

Gruneberg (1976) identified job satisfaction as a key variable that may be linked to all of these problems.

Job Satisfaction

Gruneberg (1976) reports that the study of job satisfaction began with the Hawthorne studies conducted during the 1920s at the Western Electric Company. Subsequently, the focus of industrial psychology shifted from the effect of physical factors to the effect of social factors and job satisfaction on productivity.

Job satisfaction is a multidimensional construct; job satisfaction includes many factors. Employees who rate one job satisfaction factor high may not rate another job satisfaction factor high. For example, Walker and Guest (1976) reported that assembly line workers appeared to be satisfied with the pay and security factors associated with their position. Unfortunately these workers also felt oppressed by factors such as their sense of anonymity and lack of a sense of membership in a common work community.

Henry Ford II has also noted the complexity of producing an optimum work environment. He claimed that mass production is achieved by both machines and man, but that organizations had not successfully written into their equation the complex factors that represent man (Gruneberg, 1976). Unfortunately these equations probably still do not adequately address the human components.

Many other studies have used job satisfaction to learn more about work behavior. One area of research has used job satisfaction to predict turnover. Numerous studies have investigated reenlistment in the U.S. Army (Motowidlo & Lawton, 1984), reenlistment in the National Guard (Hom, Katerberg, & Hulin, 1979), and turnover in nonmilitary organizations (Arnold & Feldman, 1982). In another line of research, measurement specialists identified several dimensions that isolate the various job satisfaction factors (Hackman & Oldham, 1975).

Iaffaldano and Muchinsky's (1985) recent meta-analysis of job satisfaction found general support for a relationship between job satisfaction and job performance. These authors also claimed that the wealth of evidence tends to support a relationship between satisfaction and completion of enlistment, satisfactory performance, and intentions to reenlist.

Some studies have also focused on job dissatisfaction and its effects on workers. Blau (1985) found that some measures of job dissatisfaction predicted specific types of withdrawal behaviors. These withdrawal behaviors include unexcused absences, excused personal absences, and unexcused tardiness.

Blau found that pay, promotion, and coworker dissatisfaction were related to unexcused absences. Career commitment, job involvement, and work dissatisfaction were related to excused personal absences. Additional family variables were related to excused sick family absences and unexcused tardiness.

Due to the wealth of data that indicates a positive relationship between job satisfaction and performance, evaluative research aimed at determining techniques to increase job satisfaction has increased. This research has been conducted in the belief that increased job satisfaction will result in increased performance and retention. Two of the techniques evaluated include increased pay and the use of Realistic Job Previews (RJPs).

RJPs are designed to reduce the amount of change required by the individual during the organizational socialization process. That is, if an individual has a realistic expectation of what a

job requires, then he/she either a) will not enter the job if the changes required are too great or b) will have higher job satisfaction because the job is what was expected.

Organizational socialization. Schein (1970, 1984), Sheridan (1985), and Wanous (1977) report that many individuals come into organizations with optimistic expectations that are not realized. These expectations result in dissatisfaction, lack of motivation, and intentions to leave the organization. Feldman (1981) and many others have categorized the stages of organizational socialization. These stages include a phase that requires the individual to change or acquiesce. It is the severity of this change that prevents most individuals from resocializing successfully.

Van Maanen and Schein (1979) define organizational socialization as "the process by which an individual acquires the social knowledge and skills necessary to assume an organizational role." This organizational socialization process is difficult for most individuals. The difficulty of this process is believed to be due to both the kind and the extent of the mismatch between expectations and reality. Shaw and Woodman (1983) found that marines being transferred to Okinawa had accurate expectations in some areas and inaccurate expectations in other areas. The areas where the reality was worse than expected were the areas where resocialization was the most difficult.

Schein (1979) discusses the organizational socialization process in terms of general upending experiences that symbolically destroy one's old self and define a new self. Figure 1 summarizes a model of entry experiences into the Army. In terms of this model, RJPs would reduce the number of newcomers who are required to make great changes to adapt; reduce the amount of change, surprise, and sense making required of an individual entering the Army; and minimize the degree to which expectations need to be updated.

RJPs are meant to give the prospective soldier accurate information that will facilitate the match between the his/her expectations and the reality of Army life (Dugoni and Ilgen, 1981). To accomplish this, the RJPs present both positive and negative aspects of a soldier's life in a particular MOS. This helps the prospective soldier to enter the Army understanding the consequences of enlistment.

RJP literature. RJPs have repeatedly been shown to have a positive impact on job satisfaction (McEvoy & Cascio, 1985; Reilley, Tenopyr, & Sperling, 1979; Premack, & Wanous, 1985). However, RJPs vary widely in the degree to which they produce the desired impact (Reilley, Tenopyr, & Sperling, 1979).

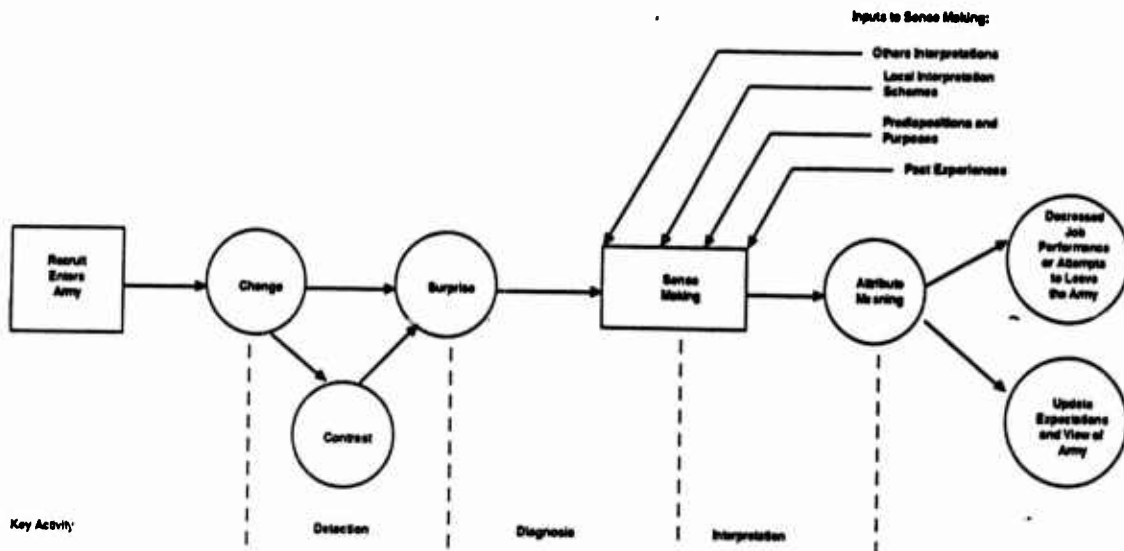


Figure 1. Model of sense making in Army socialization.

One problem with RJPs has been determining what is "realistic". One organization may provide a high tech multimedia presentation and call it an RJP; another organization may use a booklet with black and white pictures and call it an RJP; a third organization may provide interviews with individuals currently working in a similar position as an RJP.

A job preview's realism is not determined by the form or the quality of the presentation. It is determined by the accuracy of the preview itself. To date no measure of an RJPs realism has been developed. There is little doubt that such a measure would be subjective and controversial. Because one person's ideal job may not be another person's ideal job and what is realistic to one person may not be realistic to another person, such measures of validity would be difficult to develop. Although the question of accuracy is difficult, this should not delay the important research currently being conducted on RJPs.

A recent article comparing the the results of RJP studies (Premack & Wanous, 1985) found that using RJP's increased job survival and performance. Several studies found that candidates who saw an audiovisual RJP had higher performance than candidates who did not. However, there was no significant difference between candidates who saw a written booklet RJP and candidates who had not been exposed to an RJP.

Dean and Wanous (1984) report that an RJP effect appears to have a dual nature. It decreases both the expectations of those individuals who join the organization and increases the drop out rate of those individuals who would not be content in the organization. These authors add to the wealth of research indicating that individuals who have been exposed to an RJP have increased levels of initial organizational commitment, job satisfaction, and performance.

A few studies have investigated why RJP's have an impact. Dugoni and Ilgen (1981) investigate three hypotheses: RJP's lower expectations that, in turn, increase job satisfaction; RJP's improve the ability to cope with unpleasant circumstances; and RJP's create the perception of greater openness and honesty within the organization. However, this study did not find strong support for any of these hypotheses.

Finally, a study by Colarelli (1984) also looked at why RJP's have an impact. The study found that RJP's helped new employees meet their expectations and experience a reduced level of stress.

The Development of JOIN

Because RJP's help individuals adapt to organizations, the U.S. Army has been investigating their use to improve soldiers' performance. In order to capitalize on the benefits of these techniques, the Army and Navy have cooperatively developed the Joint Optical Information Network (JOIN) system. John Pass (1985) reports that the Navy Personnel Research and Development Center (NAVPERSRANDCEN) began work on the project CONTRACT (Computerized Navy Techniques for Recruiting, Assignment, Counseling, and Testing). CONTRACT resulted in both a demonstration of the Navy Vocational Information System (NVIS) and the development of an optimal personnel assignment algorithm. NVIS was the precursor of the Automated Guidance for Enlisted Navy Applicants (AGENA) system.

Pass reports that NAVPERSRANDCEN then undertook supportive R&D for the Army Joint Optical Information Network (JOIN). Their efforts focused on computerized vocational guidance, adaptive screening, and assignment prediction. Pass states two objectives

for the system: "to increase awareness of military career options and to conduce to more optimum person-job matches that will enhance job satisfaction and productivity while decreasing attrition and personnel turbulence."

JOIN is a microcomputer-based system. Army recruiters and guidance counselors use JOIN to give applicants, for Army enlistment, realistic previews of their jobs. JOIN uses a videodisc player to provide a high quality presentation.

An important JOIN feature is its use to enhance the sales presentation in the recruiting process. This presentation is intended to help the applicants develop realistic expectations. The development of more accurate expectations is thought to:

- 1) reduce the incidence of malpractice charges and the attendant costs
- 2) reduce premature attrition
- 3) increase the person-job match
- 4) improve soldier's satisfaction
- 5) improve horizontal cohesion between soldiers

Planned Hypothesis Tests

Table 1 displays seven hypotheses. These hypotheses are testable given the data collected in the 1986 Early Career Satisfaction Survey and past data that were collected on this sample. These hypotheses are derived from research on Realistic Job Previews (RJPs) and from ARI and NPRDC studies on the projected impacts of JOIN and its predecessors.

Table 1

Statement of Hypotheses

Hypothesis Number	Hypothesis Statement
1	JOIN increases job satisfaction.
2	JOIN decreases attrition.
3	JOIN increases horizontal bonding.
4	JOIN increases completeness of information given to the soldier.
5	JOIN increases the soldier's willingness to provide leads to the recruiter.
6	Horizontal bonding is correlated with job satisfaction.
7	Job satisfaction increases the probability of reenlistment.

METHOD

This chapter provides an overview of the survey methods, data base preparation, and scale construction. Data collection and data base preparation are discussed in more detail by Lockhart, Wagner, and Cheng (in preparation).

Soldiers in this sample were sent a prenotice signed by the Director of Military Personnel Management. This letter informed them that the questionnaire was coming and asked for their assistance. The survey was mailed out one week later. A third mailing reminded soldiers to complete the survey and provided a toll-free number they could use to ask for help. A fourth mailing, which included a second questionnaire, was sent to the soldiers who had not returned the first questionnaire within four weeks. After receipt of a completed questionnaire, each participant was sent a thank you letter. Table 2 provides a schedule of the mailings:

Table 2

Schedule of ECSS Mailings

Mailing	Date
Prenotice	13 August 1986
Questionnaire	20 August 1986
Reminder	27 August 1986
Second Questionnaire	17 September 1986
Thank You	After Return of Questionnaire

Subjects

Figure 2 shows the data sources for this project. The subjects for the ECSS were 987 soldiers of the 1,356 who had completed Survey Form E after enlisting at the MEPS in September 1984. These 987 soldiers had mailing addresses in the Enlisted Master File (EMF) as of 16 July 1986. Of the surveys sent to the 987 potential subjects, 50 were returned because of incorrect addresses. Usable surveys include all (i.e., 543) that were returned prior to 6 November 1986. No surveys were returned with a substantial amount of unusable data.

ARI ENLISTMENT DECISION SURVEY (EDS) PROJECT

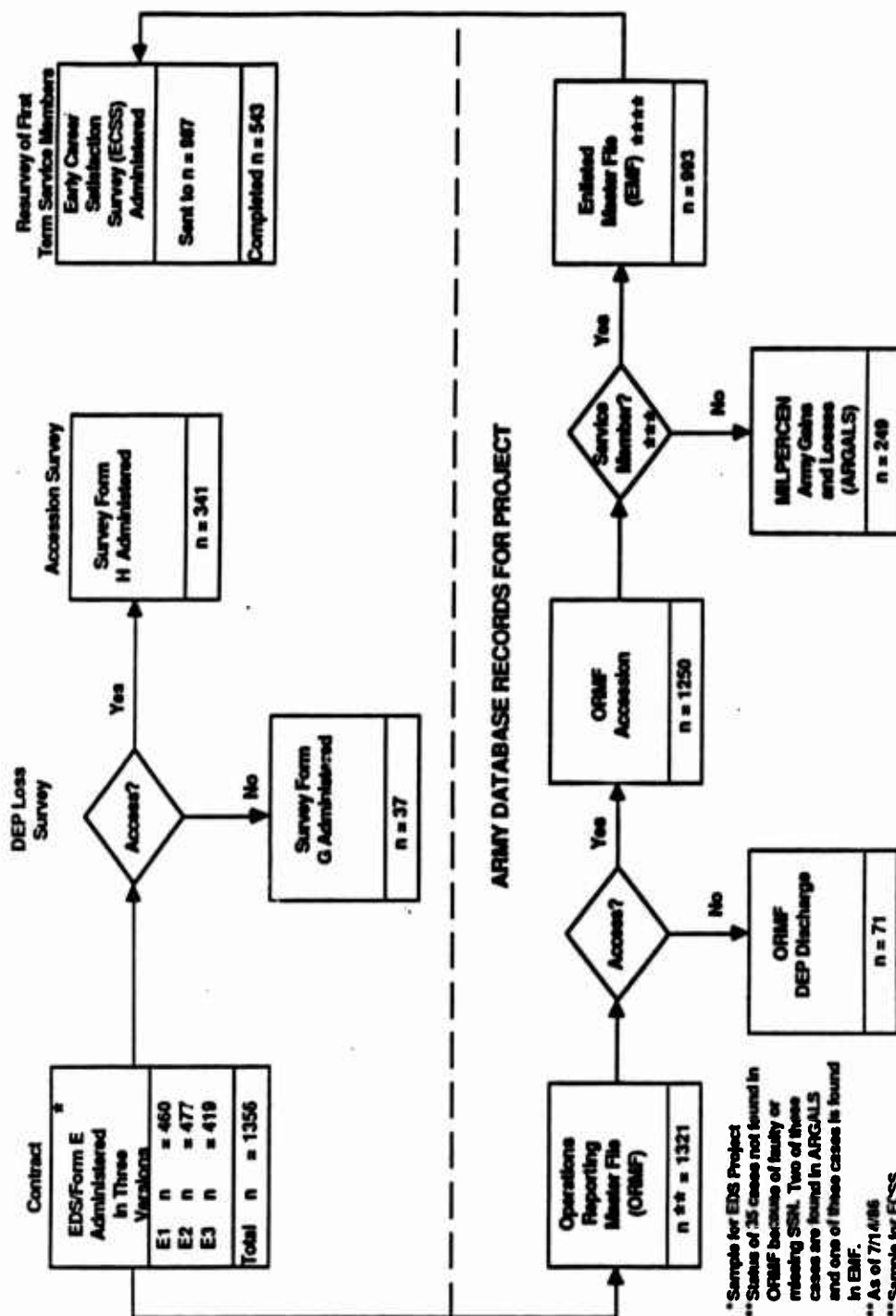


Figure 2. Overview of Enlistment Decision Survey (EDS) data sources and sample sizes.

Materials

A copy of the questionnaire used in this study is included in Appendix A. A copy of the letters used in this study are in Appendix B. The questionnaires were mailed in 11 1/2" x 14 1/2" franked white envelopes. The return envelope provided for the questionnaire was a 10" x 13" preaddressed, prefranked white envelope. The prenotice, reminder, and thank you letters were mailed in 4 1/8" x 9 1/2" commercial envelopes.

Procedures

Upon receipt of a completed questionnaire, a thank you letter was sent to the soldier and the questionnaire was put into a queue to be entered into a data file. To ensure the accuracy of the data the following procedures were followed. After the data from the questionnaire were entered into a data file, the questionnaire was put into a second queue to be entered into a second data file. All data were entered into two separate data files. These files were compared after the 6 November 1986 cut-off date. In all cases where there was a mismatch, the original questionnaire was checked to determine the true response. This response was then entered into a third, corrected data set and the two original files were placed on tape for storage. This corrected data set was used for all analyses.

The response rate for the questionnaire was 55% of the total sample and 59% of the sample with accurate addresses. Table 3 provides statistics relevant to the return rate. The second questionnaire was identical to the first but only mailed to nonrespondents as of 17 September 1986.

Measurements

Most of the analyses in this report are based on scales that are composites of items. These scales are used to improve the reliability and validity of the construct being measured as recommended by Magnusson (1966). Appendix C provides greater detail on the wording of questions, responses, and codings used in measurements.

Receipt of JOIN. JOIN is measured by adding together the number of times the soldier indicated "yes" to eight questions about different ways JOIN could have been used. If a subject answered "no" to all eight questions, then his/her score is zero. These data were collected in Questions 119 to 126 on Form E of the questionnaire. An additional measure of JOIN is used. This measure includes only the subjects exposed to some aspect of JOIN; it does not include subjects with a score of zero.

Table 3

Overview of ECSS Overall Return Rate

Sample	Number	Percent
ECSS Sample	993	100%
No address available	6	.6%
Inaccurate address in ECSS file	50	5.4%
ECSS Sample with correct addresses	937	94%
Received but did not complete ECSS	371	37.4%
Completed ECSS	543	54.6%
Returned ECSS after 6 November 1986	13	1.3%
Returned first questionnaire	426	42.9%
Returned second questionnaire	117	11.8%
Total completed ECSS (percent of correct addresses)	556	59.3%

Job satisfaction. The job satisfaction factors are created by adding together the answers to specific questions (i.e., Numbers 74 through 103) previously reported by Hackman and Oldham (1975). The descriptive statistics reported for these scales are means and mean standard deviations of the individual items. These data were collected in the ECSS.

Retention. Retention was measured by two methods in this study: intentions to reenlist in the Army and early attrition. Intentions to reenlist is measured by responses to Question 114 on the ECSS. This item is recoded so that soldiers who do not intend to reenlist are coded as one, soldiers who were unsure are coded as two, and soldiers who intend to reenlist are coded as three.

Early attrition includes three dichotomous measures (see Figure 2). First, soldiers who are currently listed in the Enlisted Master File (EMF) are treated as nonattritees; soldiers not in the EMF are considered attritees. The second measure was derived from USARECs Operational Reporting Master File (ORMF) and indicates whether the enlistee accessed into the Army or attrited from the Delayed Entry Program (DEP). Third, soldiers who were listed in the Military Personnel Center (MILPERCEN) loss file on 16 July 1986 are treated as attritees, and those not listed in this file are treated as nonattritees.

Horizontal bonding. Horizontal bonding is measured by five items (i.e., Numbers 119, 120, 121, 122, and 124) with five Likert-type responses for each item. These questions asked subjects about their bonding among immediate team members. These data were collected in the ECSS.

Completeness of information. Completeness of information given to the soldier is computed by adding together the responses to five questions (i.e., Numbers 1, 2, 3, 4, and 11) on the ECSS. These questions are scaled so that responses indicating that complete information was given are calculated as one. Responses indicating that incomplete information was given are scored as three.

Leads. Willingness to provide leads to the recruiter is computed by adding together responses to two questions (i.e., Numbers 9 and 10). Question 9 asks "Would you tell friends interested in the Army to enlist through this recruiter?" Question 10 asks "Would you provide this Recruiter with leads of close friends or relatives who would benefit from the Army?" These data were collected in the ECSS.

RESULTS

This chapter provides statistical analyses of data collected in the ECSS. The first section contains descriptive statistics for the ECSS. The second section includes statistical tests for the specific hypotheses outlined in the introduction. The third section presents posthoc analyses.

Descriptive Statistics

Job satisfaction. The following analyses compare descriptive statistics for the ECSS with descriptive statistics for a civilian normative sample previously reported in Hackman and Oldham (1975)¹. The civilian data represents a comprehensive summary of data from 6930 employees working in 56 organizations prior to 1978. Table 4 provides means and standard deviations for these two samples.

As this table displays, resurvey soldiers report an amount of pay satisfaction similar to the amount found in the normative sample (compare a mean of 4.15 to a mean of 4.16). However, the other components of job satisfaction show a lower level as compared to the civilian normative sample. All t-tests greater than 3.291 represent statistically significant differences. These drops include a .24 difference in security satisfaction (.19 of a standard deviation), a .38 difference in social satisfaction (.37 of a standard deviation), a .76 difference in supervisory satisfaction (.48 of a standard deviation), and a .67 difference in growth satisfaction (.50 of a standard deviation). Given the large number of subjects in the sample, these differences are all highly statistically significant.

¹Hackman and Oldham do not report whether individuals intend to stay in their jobs nor do they describe the makeup of the normative sample. It is probably safe to assume that the normative sample is older, from a different cohort group, has a different distribution of racial and sex groups, and differs in other ways from the ECSS survey sample. However, to further review the literature is beyond the scope of the current contract.

The greatest decreases in satisfaction among the resurvey sample compared to the normative sample are found in supervisory and growth satisfaction. Further studies are needed to determine why these differences have been observed. Several competing hypotheses may account for these differences.

Table 4

Comparison of Means for Job Satisfaction Factors

Specific Satisfaction	t	Resurvey Results		Civilian Normative Sample	
		Mean	Standard Deviation	Mean	Standard Deviation
Pay	.14	4.15	1.74	4.16	1.66
Security	3.50	4.52	1.75	4.76	1.48
Social	9.50	4.93	1.57	5.31	1.02
Supervision	10.86	4.03	2.03	4.79	1.57
Growth	11.07	4.07	1.94	4.74	1.33

Is an RJP realistic? Two particular questions of interest sought to determine if an RJP could be realistic or if the soldier had to live the experience to understand it. One question asked the soldiers if they "think it is possible to understand the advantages and disadvantages of an MOS before working in it?". The second question asked if they "think it is possible to understand the advantages and disadvantages of Army life before experiencing it first hand?"

Most of the soldiers who responded to these questions indicated that one had to work in the MOS to understand it (84%) and live in the Army to understand it (81%). Conversely, 16% of the soldiers believed that one could "understand the advantages and disadvantages of the MOS before working in it". Only 19% felt that one could "understand the advantages and disadvantages of Army life before experiencing it." These responses indicate that most of these soldiers believe that an RJP cannot provide a soldier with a realistic understanding of the Army and the MOS.

Hypothesis Tests

Hypothesis 1. This hypothesis predicts that JOIN increases job satisfaction. Statistical support for this hypothesis would come from a significant correlation between receiving JOIN and job satisfaction. Using the seven measures of job satisfaction collected in the current study, there were no significant correlations with the JOIN measure found (when individuals who had no exposure to JOIN were included, $n = 186$). However, when only soldiers who were exposed to JOIN were included, there were several significant relationships between job satisfaction and individual who were exposed to various amounts of JOIN. Four relationships (i.e., pay, security, supervision, and growth) supported the hypothesis. Three relationships did not support the hypothesis (i.e., general job satisfaction, social satisfaction, and satisfaction with the Army). Relationships with p values less than .01 were found for three components of satisfaction (pay, growth, and supervision). Table 5 shows the correlation, significance level, and n for each of the six correlations.

Table 5

Correlation of Exposure to JOIN with Job Satisfaction for Individuals Who Had JOIN Exposure.

	General Sat.	Pay Sat.	Security Sat.	Social Sat.	Superv. Sat.	Growth Sat.	Army Sat.
r	.0468	.1409	.1120	.0757	.1390	.1400	.1004
sig.	.3830	.0080	.0357	.1565	.0089	.0088	.0626
n	350	353	352	352	353	349	345

Hypothesis 2. This hypothesis predicts that exposure to JOIN results in increased retention. Four tests are used to determine if these data support the hypothesis. The first test determines if soldiers who are currently in the Army and were exposed to JOIN are more likely to reenlist than soldiers who are currently in the Army and were not exposed to JOIN.

Statistical support for the first test of this hypothesis would come from a significant correlation between exposure to JOIN and intentions to reenlist in the Army. A nonsignificant correlation was found between both measures of JOIN and intentions to reenlist.

Statistical support for the additional tests of this hypothesis would be found by a significantly higher proportion of soldiers leaving the Army who were not exposed to JOIN than soldiers who were exposed to JOIN. None of the test of this hypothesis demonstrated a significant difference in the percent of attritees for subjects exposed and not exposed to JOIN. A significant difference at the .05 level would be found by a z greater 1.96.

Table 6 shows the percentage of subjects who were considered attritees and nonattritees for each measure. The EMF and MILPERCEN files include a total of 1350 subjects (i.e., those subjects who completed Form E and entered a valid social security number on Form E). The ORMF file includes a total of 1324 subjects (records for 26 subjects were not available in this file). The three measures of attritees are: 1) subjects who are not in the EMF file, 2) subjects who are in the MILPERCEN loss file, and 3) subjects who are listed as DEP Discharge in the ORMF files.

Table 6

First-term Attrition as a Function of Exposure to JOIN

Data Source	% of those exposed to JOIN	% of those not exposed to JOIN	z
EMF	26	27	0.14
MILPERCEN loss	19	18	0.45
ORMF DEP Discharge	5	6	0.77

* For soldiers in sample with valid social security numbers (n = 1350).

Hypothesis 3. This hypothesis predicts that exposure to JOIN increases horizontal bonding. Statistical support for this hypothesis would be found by a significant correlation between exposure to JOIN and horizontal bonding. A nonsignificant correlation was found between both measures of the exposure to JOIN and the horizontal bonding measure.

Hypothesis 4. This hypothesis predicts that exposure to JOIN increases the perception of completeness of information given to the soldier. Statistical support for this hypothesis would be found by a significant correlation between exposure to JOIN and soldier's perception of the completeness of the information that the recruiter provided. Both measures of the exposure to JOIN were significantly correlated with the measures information completeness. A significant correlation between exposure to JOIN and soldier's perceived completeness of information provided by the recruiter was found ($r = -.1734$, $p = .0011$, $n = 352$). When subjects who did not receive JOIN were included, these correlations decreased but remained significant ($r = -.1025$, $p = .0174$, $n = 538$). Since these questions were phrased with incomplete information receiving a larger number, the negative sign indicates that individuals who were exposed to JOIN perceived themselves as having received more complete information than the individuals did not receive JOIN.

Hypothesis 5. This hypothesis predicts that exposure to JOIN increases the soldier's willingness to provide leads to the recruiter. Statistical support for this hypothesis would be found by a significant correlation between exposure to JOIN and soldier's willingness to provide leads to the recruiter. There was no significant correlation between either measure of the exposure to JOIN and the soldier's willingness to give their recruiter leads.

Hypothesis 6. This hypothesis predicts that horizontal bonding is correlated with job satisfaction. Statistical support for this hypothesis would be found by a significant correlation between horizontal bonding and job satisfaction. A consistently significant correlation between horizontal bonding and job satisfaction occurred in these data. Table 7 demonstrates significant correlations between horizontal bonding and each of the seven measures of job satisfaction used in this study.

Table 7

Correlation of Horizontal Bonding with Job Satisfaction

	General Sat.	Pay Sat.	Security Sat.	Social Sat.	Superv. Sat.	Growth Sat.	Army Sat.
r	.4109	.3623	.4337	.4680	.4484	.4909	.3726
sig.	.0001	.0001	.0001	.0001	.0001	.0001	.0001
n	529	523	531	531	531	528	522

Hypothesis 7. This hypothesis predicts that job satisfaction increases the probability of reenlistment. Statistical support for this hypothesis would be found by a significant correlation between job satisfaction and intentions to reenlist. Table 8 demonstrates consistent significant correlations between the seven job satisfaction measures and intentions to reenlist.

Table 8

Correlation of Intentions to Reenlist with Job Satisfaction

	General Sat.	Pay Sat.	Security Sat.	Social Sat.	Superv. Sat.	Growth Sat.	Army Sat.
r	.2817	.2463	.3567	.1769	.2446	.2998	.2483
sig.	.0001	.0001	.0001	.0001	.0001	.0001	.0001
n	534	537	536	536	536	532	527

Summary. Table 9 summarizes the hypotheses performed in this study. As this table demonstrates, one of the hypotheses about the effects of JOIN were supported. However, it should be noted that Hypothesis One received support for the measure of JOIN excluding individuals who did not receive JOIN. That is, support for this hypothesis indicates that among the individuals who were exposed to various features of JOIN, individuals who were exposed to more features had higher satisfaction with four aspects of their job (i.e., pay, security, supervision, and growth).

The individuals who did not receive JOIN included many soldiers who were both satisfied and dissatisfied. The wide variability in these soldiers' satisfaction eliminated the significant relationship found for various levels of JOIN usage. The effect of completeness of information given by recruiters remained significant for both the measure that included individuals who were not exposed to JOIN and the measure including individuals who were exposed.

The two hypotheses regarding correlates of job satisfaction both received support. Horizontal bonding and intentions to reenlist were both significantly correlated with job satisfaction. These results agree with many past studies that have indicated the importance of job satisfaction measures.

Table 9

Summary of Hypothesis Tests

Number	Hypothesis	Support/Nonsupport
1	JOIN increases job satisfaction.	Nonsupport
2	JOIN decreases attrition.	Nonsupport
3	JOIN decreases horizontal bonding.	Nonsupport
4	JOIN increases completeness of information given to the soldier.	Support
5	JOIN increases the soldier's willingness to provide leads to the recruiter.	Nonsupport
6	Horizontal bonding is correlated with job satisfaction.	Support
7	Job satisfaction increases the probability of reenlistment.	Support

Post/Hoc Analyses

Post/hoc analyses were conducted to determine the relationship between willingness to provide a lead to the recruiter and the job satisfaction factors; if soldiers in Europe or the U.S. had greater job satisfaction; and what components in a soldier's contract resulted in higher job satisfaction.

Lead generation and job satisfaction. Table 10 indicates that individuals who are willing to provide leads to recruiters are also more satisfied with the various components of their job. This relationship was above .3 for pay, growth, and general Army satisfaction.

Table 10

Correlation of Willingness to Provide a Lead to a Recruiter with Job Satisfaction

	General Sat.	Pay Sat.	Security Sat.	Social Sat.	Superv. Sat.	Growth Sat.	Army Sat.
r	.2484	.3407	.2753	.2309	.2260	.3101	.3009
sig.	.0001	.0001	.0001	.0001	.0001	.0001	.0001
n	528	531	530	530	530	527	521

Duty location and job satisfaction. Analyses were conducted to determine if soldiers in Europe or the U.S. had greater job satisfaction. Soldiers stationed in other locations were excluded from these analyses. Most of the soldiers in this sample were stationed in the U.S. (326 or 62.1%) as opposed to Europe (199 or 37.9%). The results indicate that supervision satisfaction was lower in Europe to a statistically significant degree. Table 11 presents the results of the t-test and the two-tailed probability associated with the stated t value.

Table 11

T-test of Difference Between Soldiers Stationed in Europe and Soldiers Stationed in the U.S. on Job Satisfaction

	General Sat.	Pay Sat.	Security Sat.	Social Sat.	Superv. Sat.	Growth Sat.	Army Sat.
t	1.25	0.45	0.50	1.74	2.38	1.47	0.08
sig.	.4260	.9999	.9999	.1670	.0358	.2866	.9999
\bar{x} Europe	18.10	4.11	4.49	4.82	3.80	3.94	43.21
\bar{x} U.S.	18.90	4.17	4.55	5.02	4.20	4.16	43.26

Contract options and job satisfaction. Several analyses were conducted to determine what components of a soldier's contract resulted in higher job satisfaction. Table 12 displays the content of Questions 92 through 100 in Survey Form E. These questions asked the soldiers what their contracts included.²

Table 12

Content of Soldiers' Contract

Item Number	Item Content
92	Job training in a particular MOS
93	The job training you wanted
94	Guaranteed location for your First assignment
95	2-year term of enlistment
96	A date for going on active duty that you liked
97	An enlistment bonus
98	Army College Fund
99	Guaranteed unit of assignment
100	Guaranteed station for basic and/or AIT

Separate t-tests were run for each of these contract options. These t-tests determined if there was a statistically significant difference between the job satisfaction of soldiers who did and did not report receiving the option. Few of the analyses demonstrated any significant effect. Due to the large number of tests conducted (i.e., 63) the chances of finding a significant effect by accident are greatly enhanced.

These results suggest that the only enlistment option that resulted in higher job satisfaction was a 2-year term of enlistment. Soldiers who had a 2-year term of enlistment reported greater pay satisfaction ($t = 2.71$, $p = .0160$) and growth satisfaction ($t = 3.18$, $p = .0038$) than soldiers without a 2-year term. All of the other options resulted in nonsignificant differences between the soldiers who received the option and the soldiers who did not.

²Currently there has been no attempt to verify if soldiers actually knew what was in their contracts. However, this analysis is only tangentially related to the purposes of the paper and is beyond the scope of the current contract.

DISCUSSION

Soldiers who were exposed to more features of the JOIN system had higher satisfaction with four aspects of the job than soldiers who were exposed to fewer features of JOIN. These aspects were pay, security, supervision, and perceived opportunities for career growth. Soldiers who were exposed to JOIN videos believed that they received more complete information from their recruiters than soldiers who were not exposed to JOIN.

These data support the hypothesis that job satisfaction and all of its components are highly related to horizontal bonding, intentions to reenlist, and providing leads to a recruiter. Posthoc analyses indicate that soldiers stationed in Europe had a lower satisfaction with their supervisors than soldiers stationed in the U.S. and that soldiers who contracted for a two-year term of enlistment had higher pay satisfaction and growth satisfaction than soldiers who did not contract for a two-year enlistment.

The Effects of JOIN

Supported hypotheses. Soldiers exposed to more features of the JOIN system had somewhat higher pay, security, supervision, and growth satisfaction than soldiers who were exposed to fewer of JOIN's features. Soldiers who were exposed to JOIN perceived that the information provided to them by the recruiter was more complete than soldiers who were not exposed to JOIN. Although these effects are similar to other RJPs, the size of these effects were not dramatic. The correlations observed all fell below .2.

These effects indicate that exposure to JOIN has an impact on soldiers two years after the exposure. As with RJPs, recruits exposed to JOIN show evidence of having received more complete information from their recruiters. These results indicate that JOIN functions in a manner similar to other RJPs.

The current data indicate that there is a significant relationship between horizontal bonding and all of the components of job satisfaction. Correlations above .4 were noted between horizontal bonding and the variables measuring security (.4337), social (.4680), supervision (.4484), growth (.4909), and general satisfaction (.4109). These strong correlations indicate that the soldier who has bonded with his immediate team members generally will be more satisfied with his life as a soldier.

Additionally, measures of job satisfaction have a significant relationship with intentions to reenlist. This finding agrees with a considerable volume of past research. These results may indicate that job satisfaction is a mediator between horizontal bonding and intentions to reenlist. However, the current data does not suggest a direction of causation regarding the relationship between job satisfaction and horizontal bonding. Further research is needed to determine the role of each of these constructs.

Unsupported hypotheses. Exposure to JOIN did not affect either early attrition or intentions to reenlist; the horizontal bonding of the soldiers who were exposed to it; or the willingness of recruits to provide leads to the recruiters. These findings detract from the significant relationships noted above.

JOIN may have an initial impact upon individuals' satisfaction with the Army that is much greater than that observed in the current study. However, the effects of JOIN probably decreased over time. That is, the impact of having viewed JOIN two years earlier probably has a minimal impact when compared to more recent experiences in the soldier's life.

For example, a soldier's current job satisfaction is probably much more dependent on the effectiveness of his or her current supervising NCO than on the soldier's experiences during the recruiting process. Support for this hypothesis can be found by noting the correlations above .2 between other variables reported in this study and job satisfaction (i.e., horizontal bonding, etc.). Given the number of major milestones during the first term of enlistment (i.e., basic, AIT, travel to a new unit, etc.), it is surprising that JOIN has any impact.

There are several hypotheses that may account for the observed impact of levels of JOIN on job satisfaction. Three competing hypotheses include the following. Greater exposure to JOIN may give soldiers additional information about the service which enables these soldiers to better plan their careers. Greater exposure to JOIN may reduce the disillusionment commonly found in new employees. Greater exposure to JOIN may be associated with a lasting positive impression of the sincerity and concern of the Army. Further research is needed to determine the most appropriate of these competing hypotheses.

It should be noted that soldiers who were not exposed to JOIN had job satisfaction between that observed for soldiers exposed to a few features of JOIN and soldiers exposed to many features of JOIN. Any future research should attempt to determine why exposure to JOIN did not have an impact on job satisfaction while exposure to many features of JOIN did have an impact.

Why Would JOIN Have an Impact?

JOIN's impact should be reviewed in the total context of the recruitment interview. Some recruiters probably use JOIN more effectively than others. In addition, some recruiters may provide a more realistic view of the Army than JOIN can. The context in which the recruiter uses JOIN is probably more important than the mere use of JOIN.

There seems little doubt that if the recruiter presents JOIN as a realistic view of the Army, then the recruit would treat it as such. By presenting JOIN as realistic and expressing a high level of interest in the Army, the recruiter would be expected to facilitate any effects of JOIN.

In contrast, if the recruiter does not believe JOIN provides anything useful, then a different result would be expected. First, the recruiter may not use it effectively. Second, the recruiter may not treat the videos seriously. If this occurs, then JOIN would probably have little or no impact on the recruit.

JOIN is one of the many tools available to a recruiter. Like any tool, if it is placed in highly skilled hands, then it can become an important component in the recruiter's performance. Conversely, if JOIN is used less skillfully it can become a hindrance to the presentation and can have a negative impact on the recruit.

JOIN can only be as effective as the recruiters who use it. Assuming a learning curve, JOIN is probably more effectively used today than it was two years ago when it was being introduced. As recruiters have learned to integrate JOIN into their presentation they have probably determined its appropriate role. It could be argued that JOIN's effectiveness depends on the recruiter's perception of its place in each interview.

What Do the Soldiers Think?

Many of the soldiers surveyed added additional comments on the questionnaire indicating that JOIN was a positive part of the recruiting process. For example, these comments indicate that "JOIN was neat," that "the video segments were very informative," and that some soldiers chose their "MOS because of the adventure and challenge" that they saw in the videos.

Preliminary analyses of these comments indicate that the soldiers' reaction to JOIN was highly favorable. These analyses indicated that they remembered JOIN and believe that it has had an effect on them. These preliminary analyses indicate that JOIN is perceived as a positive part of the recruiting process.

Conclusions

Preliminary analysis of the data collected produced several results of interest:

- o The soldiers sampled are lower on supervisor and growth satisfaction than on normative data from civilian organizations.
- o Over 80% of the soldiers sampled believe it is impossible to understand the life in the Army prior to experiencing it.
- o Soldiers who were exposed to more features of the JOIN had higher pay, security, supervision, and growth satisfaction than soldiers who were exposed to fewer of JOIN's features.
- o Soldiers who were exposed to JOIN videos believed that they were given more complete information by their recruiters than soldiers who were not exposed to JOIN.
- o Soldiers who had higher horizontal bonding were found to have greater job satisfaction.
- o Soldiers who had higher job satisfaction were more likely to reenlist.
- o Soldiers who had higher job satisfaction were more likely to provide leads to recruiters.
- o Soldiers stationed in Europe had lower supervisor satisfaction than soldiers in the U.S.
- o Soldiers who contracted for a two-year enlistment had higher pay and growth satisfaction than soldiers who did not contract for a two-year term.

These analyses support the use of JOIN as an RJP. This support was obtained, despite the fact that two years had passed since these soldiers were exposed to JOIN and that these soldiers had minimal exposure to JOIN because recruiters were still learning to use it. These results add to the growing volume of data that support using RJP's to promote job satisfaction.

Lower job satisfaction was observed for this sample in comparison to the normative sample for the job satisfaction measures. In addition to the hypothesis that soldiers have lower satisfaction than civilians, there are a few competing hypotheses. These differences may be due to demographic differences in the samples. For example, the ECSS sample over-represents young people and males in comparison to most normative samples. It may be that younger people are less satisfied with

their jobs than older people; or that males are less satisfied with their jobs. Such competing hypotheses need to be investigated prior to concluding that these soldiers are in fact much lower in supervision and growth job satisfaction and somewhat lower in security and social job satisfaction than a comparable civilian sample.

Additional results indicate that job satisfaction is highly related to many other important components of a soldier's life. Soldiers who had higher job satisfaction had greater intentions of reenlisting, greater horizontal bonding, and greater intentions to give leads to their recruiters.

Recommendations

The current effort begins the analysis of data collected in this study. There remains a considerable amount of data that has not been analyzed yet. Some of the analyses that could be performed include:

- o Analysis of causal paths related to willingness to provide leads to a recruiter
- o Analysis of additional JOIN impacts
- o Further analysis of horizontal bonding
- o Analysis of the comments soldiers made about the recruitment process
- o Analysis of Form E data to determine changes that have occurred over the past two years
- o Examination of differences between soldiers who received various enlistment options in their contract

The current analyses have provided important information about JOIN's effects. It is interesting to note that JOIN has had an impact upon two of the components of soldier's satisfaction which were considerably below those found in research of civilian samples (i.e., supervisor and growth satisfaction). It is of further interest to note that one of these factors is also lower for soldiers stationed in Europe than soldiers stationed in the U.S. (i.e., supervision satisfaction). These data also indicate that soldiers with a two-year term of enlistment also have increases on one these components (i.e., growth satisfaction).

Soldiers satisfaction is closely related to many other variables of military efficiency. As a result, improving satisfaction should have a corresponding impact upon

efficiency. The analyses presented in this report indicate two areas where soldier satisfaction can be improved and two variables (i.e., JOIN and the two-year enlistment option) that have an effect on these areas. There are probably many improvements that can increase these soldiers' satisfaction. Two improvements that this study highlights are improved leader training and a greater emphasis on growth opportunities for first term soldiers.

Providing new recruits with an accurate picture of the Army appears to be an effective means of improving job satisfaction. The current data provide the Army with information about these soldiers' perceptions of an accurate picture. This information can now be employed to make JOIN more effective for future recruits. The end result will be soldiers who have a better understanding of their role and who perform their jobs more effectively.

In order to better understand the results of these and additional analyses which can be performed on these data. The following directions for follow-up research are recommended:

- o Provide for a better comparison group between Army and civilian job satisfaction
- o Conduct additional research to confirm that supervisor satisfaction is lower in USAREUR and determine why
- o Determine if JOIN has short-term effects in regards to expected satisfaction with the Army and an MOS for new recruits
- o Further refine the relationship between job satisfaction, horizontal bonding, and unit performance
- o Determine components of JOIN that improve job satisfaction of new recruits
- o Provide further research comparing the effects of various enlistment options on subsequent job performance and satisfaction

In order to put to use the results of these and additional analyses which can be performed on these data, the following recommendations are presented:

- o Train recruiters on the use of JOIN and the use of many of JOIN's features
- o Provide recruiters with a pamphlet describing the results of this and other studies regarding the JOIN

- o Tell prospective new recruits that pay satisfaction in the Army is equivalent to pay satisfaction in civilian organizations
- o Inform new recruits that the Army is interested in other components of job satisfaction and involve them in a feedback loop to help improve these components of job satisfaction
- o Encourage the use of 2-year terms of enlistment for MOSs requiring high job satisfaction and morale

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APPENDIX A

THE EARLY CAREER SATISFACTION SURVEY BOOKLET

1986 EARLY CAREER SATISFACTION SURVEY



**U.S. Army Research Institute
c/o Dynamics Research Corporation
60 Frontage Road
Andover, Massachusetts 01810**

This questionnaire is numbered to maintain confidentiality of your responses. Please read carefully and complete all questions on this survey in the way that best reflects your feelings. Return this questionnaire as soon as possible in the postage-paid envelope provided. Thank you.

1986 Early Career Satisfaction Survey

The Army Research Institute (ARI) is conducting a survey of people who have entered the ARMY. You have been selected to participate in this important survey. Your answers will be seen by researchers only and will have no effect on you as an individual. Please read and follow all directions carefully.

NOTE

Public Law 93-573, called the Privacy Act of 1974, requires that you be informed of the purpose and use to be made of the information that is collected.

The Department of the Army may collect the information requested in the Army Career Satisfaction Survey under the authority of 10 United States Code 139.

Providing information in this questionnaire is voluntary. Failure to respond to any particular questions will not result in any penalty.

The information collected in the survey will be used to evaluate and improve military personnel and recruiting policies. This information will be used for research and analysis purposes only.

HOW TO FILL OUT THIS SURVEY

- Read the directions twice before you begin.
- Read each question twice carefully.
- Mark your answers directly on this form.
- WHEN YOU FINISH THE SURVEY:** Seal this survey in the envelope provided. Mail it to us — no postage stamp needed.

HOW TO ANSWER THE QUESTIONS

There are several types of questions that will be asked in the questionnaire. For most questions, several choices will be provided and you will indicate which is the best answer or answers for you.

Read each question carefully. Circle your answer with a clear, heavy mark.

EXAMPLE:

Are you male or female?

Male ①
Female 2

What is your MOS? 7 1 L

Do not skip an item. If you are unsure, choose the response which comes closest to how you feel.

When you have completed the survey and checked to make sure that you have answered all the questions, please follow the directions for returning it by mail.

Take your time on each question and select the one answer that best fits you. Please start now with Part I, Career Choice Information.

I. CAREER CHOICE INFORMATION

As you begin this survey, take a moment to reflect back through the months . . . to the first time you met your Army Recruiter.

This contact may have been by phone or in person. Now recall the conversations, the materials you were shown and your reactions to them.

Beginning with your initial contact with the Army Recruiter move forward in time . . . recalling each contact with him or her . . . and the information the Recruiter provided you.

Remember how the information was presented to you . . . such as by direct conversation with the Recruiter . . . by your reading of brochures . . . by your watching TV/Films . . . by your watching JOIN (a computer used for interviewing, testing, and displaying Army options) . . . or by some other method or presentation . . . and keep this in mind as you answer.

Now consider the decisions you have made concerning your choice of Army MOS and career field specialty.

1. Was the information regarding MOS provided to you by the Army Recruiter, complete enough to make a choice about enlisting in the Army?
(Circle ONE number)

Yes, information was complete enough 1
No, information was not complete enough 2

2. Was the information regarding Army life in general, provided to you by the Army Recruiter, complete enough to make a choice about enlisting in the Army?
(Circle ONE number)

Yes, information was complete enough 1
No, information was not complete enough 2

For a moment, place yourself in the shoes of your Army Recruiter. Remember that the Recruiter only knew what you wanted if you told him (her). Consider the information that the Recruiter knew about you based on your application/file and the kinds of questions you asked.

Consider the amount of information your Army Recruiter gave you and answer the following questions.

3. Given the Recruiter's understanding of your wants, how adequate was information provided on the MOS?
(Circle ONE number)

More than adequate 1
Adequate 2
Less than adequate 3

4. Given the Recruiter's understanding of your wants, how adequate was the information provided on Army Life in general?
(Circle ONE number)

More than adequate 1
Adequate 2
Less than adequate 3

5. At the time you enlisted, what kinds of information do you now feel were critical to your choice of MOS? (For example, things the Recruiter or Guidance Counselor told you, video segments you saw on JOIN, etc.)

6. Considering your current experiences in the Army, do you think it is possible to understand the advantages and disadvantages of an MOS before working in it?
(Circle ONE number)

Yes, I understood the advantages and disadvantages of the MOS before working in it 1
No, I had to work in the MOS to understand its advantages and disadvantages 2

7. Considering your current experiences in the Army, do you think it is possible to understand the advantages/disadvantages of Army life in general before experiencing it firsthand?
(Circle ONE number)

Yes, I understood the advantages and disadvantages of Army life in general before experiencing it 1
No, I had to experience Army life in general to understand its advantages and disadvantages 2

8. Looking back at your experience with your Army Recruiter, how satisfied do you feel?
(Circle ONE number)

NO Satisfaction - -	I would tell friends interested in the Army to avoid this Recruiter at all costs 1
LOW Satisfaction - -	I would tell friends interested in the Army to see this Recruiter only if no other Recruiter is available 2
MODERATE Satisfaction - -	I would tell friends interested in the Army to enlist through this Recruiter, but I would not give the Recruiter their names 3
HIGH Satisfaction - -	I would provide this Recruiter with the names of friends who might be interested in the Army 4
VERY HIGH Satisfaction - -	I would provide this Recruiter with the names of close friends or relatives who might be interested in the Army 5

9. Would you tell friends interested in the Army to enlist through this Recruiter?
(Circle ONE number)

Yes 1
Maybe 2
No 3

10. Would you provide this Recruiter with leads of close friends or relatives who would benefit from the Army?
(Circle ONE number)

Yes 1
Maybe 2
No 3

Now, consider your contact with the Army Guidance Counselor at the MEPS.

11. Was the information provided you by the Army Guidance Counselor complete enough to make a choice of MOS?
(Circle ONE number)

Yes, information was complete enough 1
No, information was not complete enough 2

Now, consider what you would probably be doing if you were not in the Army.

12. If you were not in the Army, would you be:
(Circle ONE number)

In school full time 1
In school part time 2
Not in school 3

13. If you were not in the Army, would you be:
(Circle ONE number)

Working full time 1
Working part time 2
Not working, but looking for work 3
Not working and not looking for work 4

II. CAREER FACTORS

The next few pages contain questions concerning factors that contribute to job satisfaction. You will make three ratings for each factor on the following pages. Do rating 1 for all 20 questions first, then do rating 2 for all 20 questions, and then do rating 3 for all 20 questions.

Rating 1) In the first column on the following pages, rate each of the 20 job factors according to its importance to you, personally. Use this rating scale:

- 0. Not important at all
- 1. Somewhat important
- 2. Fairly important
- 3. Very important
- 4. Most important; I would not take a job that did not have this

Rating 2) In the second column, rate each of the 20 factors on the level of satisfaction you currently experience in the Army. Use this rating scale:

- 0. Very unsatisfied
- 1. Somewhat unsatisfied
- 2. Neutral
- 3. Somewhat satisfied
- 4. Very satisfied

Rating 3) Next, rate each of the 20 factors according to how satisfied you think you would be if you were not in the Army. Use this rating scale:

- 0. Very unsatisfied
- 1. Somewhat unsatisfied
- 2. Neutral
- 3. Somewhat satisfied
- 4. Very satisfied

JOB FACTORS	(1)	(2)	(3)
	IMPORTANCE RATING	ARMY SATISFACTION RATING	CIVILIAN POTENTIAL SATISFACTION RATING
	<i>Not Important</i> <i>Most Important</i>	<i>Very Unsatisfied</i> <i>Very Satisfied</i>	<i>Very Unsatisfied</i> <i>Very Satisfied</i>
14-16 Chance for adventure and a variety of duties	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
17-19 Opportunities for promotion, and advancement	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
20-22 Good supervisors	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
23-25 Provides money for education	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
26-28 Opportunity for a stable home life and involvement in the community	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
29-31 Amount of personal freedom in expression of opinions on and off the job	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
32-34 Opportunities for continued self-improvement and development	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
35-37 Recreation opportunities	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
38-40 Travel opportunities	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
41-43 Physical training and challenge	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
44-46 Chance to be away from home	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
47-49 Having the respect of other people	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4

JOB FACTORS	(1)	(2)	(3)
	IMPORTANCE RATING	ARMY SATISFACTION RATING	CIVILIAN POTENTIAL SATISFACTION RATING
	<i>Not Important</i> <i>Most Important</i>	<i>Very Unsatisfied</i> <i>Very Satisfied</i>	<i>Very Unsatisfied</i> <i>Very Satisfied</i>
50-52 Doing something for your country	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
53-55 Teaches you a valuable trade	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
56-58 Job security, a steady job	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
59-61 Good income	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
62-64 Good people to work with	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
65-67 Easy work/duties	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
68-70 Challenging or interesting work	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
71-73 Good retirement benefits	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4

III. CAREER PERCEPTIONS

Which answer best indicates how you feel now about your job (current duty assignment)?

Circle ONE number for each item.

	<i>Disagree Strongly</i>	<i>Disagree</i>	<i>Disagree Slightly</i>	<i>Neutral</i>	<i>Agree Slightly</i>	<i>Agree</i>	<i>Agree Strongly</i>
74. Generally speaking, I am satisfied with this job (current duty assignment).	1	2	3	4	5	6	7
75. I frequently think of quitting this job (current duty assignment).	1	2	3	4	5	6	7
76. I am generally satisfied with the kind of work I do in this job (current duty assignment).	1	2	3	4	5	6	7
77. Most people on this job are very satisfied with the job (current duty assignment).	1	2	3	4	5	6	7
78. People on this job (current duty assignment) often think of quitting.	1	2	3	4	5	6	7

Which answer best indicates how satisfied you are with each aspect of your job (current duty assignment)?

Circle ONE number for each item.

	<i>Extremely Dissatisfied</i>	<i>Dissatisfied</i>	<i>Slightly Dissatisfied</i>	<i>Neutral</i>	<i>Slightly Satisfied</i>	<i>Satisfied</i>	<i>Extremely Satisfied</i>
	1	2	3	4	5	6	7
79. The amount of job (current duty assignment) security I have.	1	2	3	4	5	6	7
80. The amount of pay and fringe benefits I receive.	1	2	3	4	5	6	7
81. The amount of personal growth and development I get in doing my job (current duty assignment.)	1	2	3	4	5	6	7
82. The people I talk to and work with on my job (current job assignment).	1	2	3	4	5	6	7
83. The degree of respect and fair treatment I receive from my boss.	1	2	3	4	5	6	7
84. The feeling of worthwhile accomplishment I get from doing my job.	1	2	3	4	5	6	7
85. The chance to get to know other people while on the job (current duty assignment).	1	2	3	4	5	6	7
86. The amount of support and guidance I receive from my supervisor.	1	2	3	4	5	6	7
87. The degree to which I am fairly paid for what I contribute to this organization.	1	2	3	4	5	6	7
88. The amount of independent thought and action I can exercise in my job (current duty assignment).	1	2	3	4	5	6	7
89. How secure things look for me in the future in the Army.	1	2	3	4	5	6	7
90. The chance to help other people while at work.	1	2	3	4	5	6	7
91. The amount of challenge in my job (current duty assignment).	1	2	3	4	5	6	7
92. The overall quality of the supervision I receive in my work.	1	2	3	4	5	6	7

Which answer best indicates what type of effect, if any, your Army service has on various aspects of your life?

Circle ONE number for each item.

	Strong Negative Effect	Negative Effect	No Effect	Positive Effect	Strong Positive Effect
93. Development of specific job skills that will be useful to you as a civilian.	1	2	3	4	5
94. Self-confidence	1	2	3	4	5
95. Leadership ability	1	2	3	4	5
96. Ability to work with others as a team	1	2	3	4	5
97. Respect for authority	1	2	3	4	5
98. Pride in self	1	2	3	4	5
99. Openness to new ideas	1	2	3	4	5
100. Pride in serving your country	1	2	3	4	5
101. Ability to make friends	1	2	3	4	5
102. Establishing independence	1	2	3	4	5
103. Self-discipline	1	2	3	4	5

IV. CAREER BACKGROUND

The following questions relate to your training experience in the Army.

104. Have you completed AIT in the MOS for which you contracted?

- Yes, go directly to question 106 1
No, go directly to question 105 2

105. The AIT I completed was different from the MOS I contracted for because:
(Circle ONE number)

- I did not complete/pass AIT requirements for the MOS I
contracted 1
I requested change of MOS due to false information provided by
the Recruiter 2
I requested change of MOS due to new interest(s) 3
The Army assigned me to another MOS for some other reason 4

106. Is your Duty MOS the same as your Primary (AIT completed) MOS?

- Yes, go directly to question 109 1
No, go directly to question 107 2

107. My Duty MOS is different from my Primary MOS because:
(Circle ONE number)

- The Army assigned me to work in another MOS 1
I requested to work in a different MOS 2
Other 3

108. If you are currently working in a Duty MOS, what is it?

Please complete the following information.

109. What was the MOS you contracted for at time of enlistment?

110. What is your Primary (AIT completed) MOS?

111. If you have a Secondary (AIT completed) MOS, what is it?

112. In what MOS do you currently work?

- My Primary MOS 1
My Secondary MOS 2
A Duty MOS 3

The following questions concern your feelings about the Army as a career.

113. How long have you been in your current duty assignment?
(Circle ONE number)

0-3 months 1
4-6 months 2
7-9 months 3
10-12 months 4
13-24 months 5

114. What do you think you will do after your first enlistment in the Army?
(Circle ONE number)

Leave the Army to find civilian employment 1
Leave the Army to attend college 2
Leave the Army for civilian vocational/technical education 3
Reenlist but probably not make the Army a career 4
Stay in the Army until I retire 5
I do not know 6

115. When you talk about Army-related topics with acquaintances such as civilian friends or neighbors, how positive are you about the Army in general?
(Circle ONE number)

Very positive 1
Positive 2
Negative 3
Very negative 4
Never talk about the Army 5

116. If a good friend of yours asked your advice about joining the Army, would you say it was:
(Circle ONE number)

A waste of time 1
Up to him or her 2
A good idea 3

117. When you talk about your experiences in the Army with civilian friends or relatives, what is the overall impression you create?
(Circle ONE number)

My expectations were exceeded 1
My expectations were met 2
My expectations were partially met 3
My expectations were not met 4
Never talk about the Army 5

118. If you met someone who asked your advice about joining the Army, would you recommend he/she:
(Circle ONE number)

Enlist in the Army 1
Enlist in another military service 2
Not enlist in military service 3

119. Do the soldiers in your unit make each other feel like doing a good job?
(Circle ONE number)

Yes, very much 1
Yes, much 2
Somewhat 3
No, little 4
Not at all, very little 5

120. How well do the soldiers in your unit work together?
(Circle ONE number)

Very well 1
Well 2
Borderline 3
Poorly 4
Very poorly 5

121. On the average, how well do the soldiers you work with do their jobs?
(Circle ONE number)

Very well 1
Well 2
Borderline 3
Poorly 4
Very poorly 5

122. How many soldiers in your unit do you think are good soldiers?
(Circle ONE number)

All 1
Most 2
Some 3
Very few 4
None 5

123. How many soldiers in your unit perform so poorly that the unit might be better off without them?
(Circle ONE number)

None 1
Very few 2
Some 3
Most 4
All 5

124. How often do the members of your unit work hard to get things done?
 (Circle ONE number)

- Always 1
- Most of the time 2
- Sometimes 3
- Seldom 4
- Never 5

125. What is today's date? (Circle numbers and write in boxes)

MONTH			DAY	
<div style="border: 1px solid black; width: 40px; height: 30px; display: flex; align-items: center; justify-content: center;"> </div>	<div style="border: 1px solid black; width: 40px; height: 30px; display: flex; align-items: center; justify-content: center;"> </div>		<div style="border: 1px solid black; width: 40px; height: 30px; display: flex; align-items: center; justify-content: center;"> </div>	<div style="border: 1px solid black; width: 40px; height: 30px; display: flex; align-items: center; justify-content: center;"> </div>
0	1	JAN		
0	2	FEB		
0	3	MAR	0	0
0	4	APR	1	1
0	5	MAY	2	2
0	6	JUN	3	3
0	7	JUL		4
0	8	AUG		5
0	9	SEP		6
1	0	OCT		7
1	1	NOV		8
1	2	DEC		9

V. SURVEY COMPLETION

Congratulations. You have successfully completed this survey. NOW . . . to finish you need to:

STEP 1. Put this booklet in the envelope provided.

STEP 2. Seal the envelope.

STEP 3. Mail the envelope within 24 hours.

Thank you for your time and effort. Your cooperation is greatly appreciated.

APPENDIX B

LETTERS SENT IN MAILINGS



DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR PERSONNEL
WASHINGTON, DC 20310-0300

REPLY TO
ATTENTION OF

**Directorate of Military
Personnel Management**

Dear Soldier:

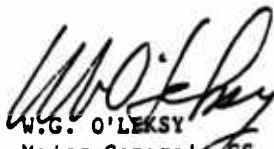
Because of the role the Army plays in our national defense, it is my desire to assist in every way that I can to make service in the Army as meaningful as possible. I seek your help in achieving this goal.

The United States Army Research Institute has been directed to conduct a survey of how the expectations of new recruits toward the Army lead to career dissatisfaction or satisfaction. In particular, the survey is concerned with determining to what extent the Army recruiting process provides new soldiers with accurate images and expectations of the Army. Your selection as a participant began with a survey you completed at the time of your enlistment. I encourage you to continue your participation and help the Army to make service more satisfying.

You will be contacted through a mail survey, and I would be grateful if you would take the time to answer all the questions. To ensure confidentiality, your responses will be combined with the others in the group surveyed and not identified by name.

I would like to thank you in advance for your time and cooperation.

Sincerely,


W.G. O'LEARY
Major General, GS
Director of Military
Personnel Management



DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR PERSONNEL
WASHINGTON, DC 20310-0300

REPLY TO
ATTENTION OF

**Directorate of Military
Personnel Management**


Dear Soldier:

Enclosed is a copy of the survey of Army service members which I mentioned in my recent letter to you.

I would be most grateful if you would fill out this survey and return it in the enclosed stamped envelope.

I want to personally thank you for your service in the Army and for taking the time to complete and return the survey.

Sincerely,


W. G. O'LEARY
Major General, GS
Director of Military
Personnel Management



DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR PERSONNEL
WASHINGTON, DC 20310-0300

REPLY TO
ATTENTION OF

**Directorate of Military
Personnel Management**


Dear Soldier:

Last week a questionnaire was sent to you asking for your views about your service in the Army.

If you have already completed and returned the questionnaire to us, please accept our sincere thanks. If not, please do so today. Your individual participation is quite important to the accuracy of the study.

If by some chance you did not receive the questionnaire, or if it got misplaced, please call toll free 1-800-992-0075 (in Massachusetts 1-800-325-8801) and ask that another copy be sent to you. POC for survey request is Mr. Dan Lockhart. Thank you.

Sincerely,


W.G. OLESKI
Major General, GS
Director of Military
Personnel Management



DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR PERSONNEL
WASHINGTON, DC 20310-0300

REPLY TO
ATTENTION OF

**Military Personnel
Management Directorate**


Dear Soldier:

About three weeks ago a questionnaire was sent to you asking for your views about your service in the Army. As of today, we have not yet received your completed questionnaire.

If you have already completed and returned the questionnaire to us, please accept our sincere thanks. If not, please try to complete it today. Your individual participation is quite important to the accuracy of the study. We must receive a completed questionnaire from each and every person selected to participate in the project in order to get the best information possible.

In the event that your questionnaire has been misplaced, a replacement is enclosed. Please answer your questionnaire and return it today.

Sincerely,


W.G. O'LEARY
Major General, US
Director of Military
Personnel Management



DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR PERSONNEL
WASHINGTON, DC 20310-0300

REPLY TO
ATTENTION OF

**Directorate of Military
Personnel Management**

Dear Soldier:


I would like to personally thank you for participating in our recent survey. You have provided the Army with much needed information about your Army experience and your efforts are sincerely appreciated.

For your interest, a summary of the major findings and conclusions may be obtained by writing to the following address:

**U.S. Army Research Institute
(ATTN: PERI-RP-ECSS)
5001 Eisenhower Avenue
Alexandria, VA 22333-5600.**

Again, thank you for your time and cooperation.

Sincerely,


W.G. O'LEARY
Major General, US
Director of Military
Personnel Management

APPENDIX C

CODING USED FOR MEASUREMENTS

Receipt of JOIN (Form E)

JOIN = Q119 + Q120 + Q121 + Q122 + Q123 + Q124 + Q125 + Q126

Check each of the following ways JOIN was used in your interview:

- Q119 My recruiter used it when he asked me about my goals and why I was thinking about enlisting in the Army.
- Q120 I took a test -- called the CAST -- which indicated what score I was likely to get when I took the real test for enlistment.
- Q121 I looked at a video program about what the Army and basic training are like.
- Q122 I looked at video programs about different Army posts I might serve at.
- Q123 I looked at video programs about different types of Army training.
- Q124 I looked at video programs about educational opportunities in the Army.
- Q125 My recruiter used it when he/she asked me questions about my qualifications.
- Q126 In other ways

Coding: 0 Item not checked
1 Item checked

General Satisfaction (ECSS)

General Satisfaction = Q74 + Q75 + Q76 + Q77 + Q78

Which answer best indicates how you feel now about your job (currently duty assignment)?

- 74 Generally speaking, I am satisfied with this job (current duty assignment).
- 75 I frequently think of quitting this job (current duty assignment).
- 76 I am generally satisfied with the kind of work I do in this job (current duty assignment).
- 77 Most people on this job are very satisfied with the job (current duty assignment).
- 78 People on this job (current duty assignment) often think of quitting.

Item 74, 76, and 77 Original Coding

	<u>Original Coding</u>	<u>Recoding</u>
1	Disagree Strongly	1
2	Disagree	2
3	Disagree Slightly	3
4	Neutral	4
5	Agree Slightly	5
6	Agree	6
7	Agree Strongly	7
8	Missing	.

Item 75 and 78

	<u>Original Coding</u>	<u>Recoding</u>
1	Disagree Strongly	7
2	Disagree	6
3	Disagree Slightly	5
4	Neutral	4
5	Agree Slightly	3
6	Agree	2
7	Agree Strongly	1
8	Missing	.

Job Satisfaction Factors (ECSS)

Pay Satisfaction = Q80 + Q87
 Security Satisfaction = Q79 + Q89
 Social Satisfaction = Q82 + Q85 + Q90
 Superv Satisfaction = Q83 + Q86 + Q92
 Growth Satisfaction = Q81 + Q84 + Q88 + Q91

Which answer best indicates how satisfied you are with each aspect of your job (current duty assignment)?

- Q79 The amount of job security I have
- Q80 The amount of pay and fringe benefits I receive
- Q81 the amount of personal growth and development I get in doing my job
- Q82 The people I talk to and work with on my job
- Q83 The degree of respect and fair treatment I receive from my boss
- Q84 The feeling of worthwhile accomplishment I get from doing my job
- Q85 The chance to get to know other people while on the job
- Q86 The amount of support and guidance I receive from my supervisor
- Q87 The degree to which I am fairly paid for what I contribute to this organization
- Q88 The amount of independent thought and action I can exercise in my job
- Q89 How secure things look for me in the future in the Army
- Q90 The chance to help other people while at work
- Q91 The amount of challenge in my job
- Q92 The overall quality of the supervision I receive in my work

	Original Coding	Recoding
1	Extremely dissatisfied	1
2	Dissatisfied	2
3	Slightly dissatisfied	3
4	Neutral	4
5	Slightly satisfied	5
6	Satisfied	6
7	Extremely satisfied	7
8	Missing	.

Army Satisfaction (ECSS)

Army Satisfaction = Q93 + Q94 + Q95 + Q96 + Q97 + Q98 +
Q99 + Q100 + Q101 + Q102 + Q103

Which answer best indicates what type of effect, if any, your Army service has on various aspects of your life?

- 93 Development of specific job skills that will be useful to you as a civilian.
- 94 Self-confidence
- 95 Leadership ability
- 96 Ability to work with others as a team
- 97 Respect for authority
- 98 Pride in self
- 99 Openness to new ideas
- 100 Pride in serving your country
- 101 Ability to make friends
- 102 Establishing independence
- 103 Self-discipline

	Original Coding	Recoding
1	Strong Negative Effect	1
2	Negative Effect	2
3	No Effect	3
4	Positive Effect	4
5	Strong Positive Effect	5
8	Missing	.

Intentions to Reenlistment (ECSS)

Q114 What do you think you will do after your first enlistment in the Army?

	Original Coding	Recoding
Leave the Army to find civilian employment	1	1
Leave the Army to attend college	2	1
Leave the Army to civilian vocational/ tech. education	3	1
Reenlist but probably not make the Army a career	4	3
Stay in the Army until I retire	5	3
I do not know	6	2
Missing	8	.

Horizontal Bonding
HB = Q 1 19 + Q120 + Q121 + Q122 + Q124

Q119 Do the soldiers in your unit make each other feel like doing a good job?

	Original Coding	Recoding
1	Yes, very much	1
2	Yes, much	2
3	Somewhat	3
4	No, little	4
5	Not at all, very little	5
8	Missing	.

Q120 How well do the soldiers in your unit work together?

	Original Coding	Recoding
1	Very well	1
2	Well	2
3	Borderline	3
4	Poorly	4
5	Very poorly	5
8	Missing	.

Q121 On the average, how well do the soldiers you work with do their jobs?

	Original Coding	Recoding
1	Very well	1
2	Well	2
3	Borderline	3
4	Poorly	4
5	Very Poorly	5
8	Missing	.

Q122 How many soldiers in your unit do you think are good soldiers?

	Original Coding	Recoding
1	All	1
2	Most	2
3	Some	3
4	Very few	4
5	None	5
8	Missing	.

Q124 How often do the members of your unit work hard to get things done?

	Original Coding	Recoding
1	Always	1
2	Most of the time	2
3	Sometimes	3
4	Seldom	4
5	Never	5
8	Missing	.

Soldier's Perceived Completeness of Information (ECSS)

$$\text{Info} = Q1 + Q2 + Q3 + Q4 + Q11$$

Q1 Was the info regarding MOS provided to you by the Army recruiter complete enough to make a choice about enlisting in the Army?

Original Coding Recoding

Yes, info was complete enough	1	1
No, info was not complete enough	2	3
Missing	8	.

Q2 Was the info regarding Army life in general provided to you by the Army recruiter complete enough to make a choice about enlisting in the Army?

Original Coding Recoding

Yes, info was complete enough	1	1
No, info was not complete enough	2	3
Missing	8	.

Q3 Given the recruiter's understanding of your wants, how adequate was info provided on the MOS?

Original Coding Recoding

More than adequate	1	1
Adequate	2	2
Less than adequate	3	3
Missing	8	.

Q4 Given the recruiter's understanding of your wants, how adequate was the info provided on Army life in general?

Original Coding Recoding

More than adequate	1	1
Adequate	2	2
Less than adequate	3	3
Missing	8	.

Q11 Was the info provided you by the Army guidance counselor complete enough to make a choice of MOS?

Original Coding Recoding

Yes, info was complete enough	1	1
No, info was not complete enough	2	3
Missing	8	.

Soldier's Willingness to Provide Leads to the Recruiter (ECSS)

$$W = Q9 + Q10$$

- Q9 Would you tell friends interested in the Army to enlist through this recruiter?
- Q10 Would you provide this recruiter with leads of close friends or relatives who would benefit from the Army?

Original Coding Recoding

Yes	1	5
Maybe	2	3
No	3	1
Missing	8	.